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FILE *Training 6*

16 June 1969

E X T R A C T

OTR's Weekly Report dtd 12 June 1969

1. Potential FSI Intelligence Course Examined

OTR representatives met with the Foreign Service Institute's chief instructor-designate to discuss a proposed FSI one-week course in Intelligence to be inaugurated this fall. A proposed course outline was reviewed, and course content and potential speakers aired. The FSI instructor has suggested that two of the five days be spent at the Agency --approximately one day devoted to the Agency's overt collection and production responsibilities, and the other day spent on the role of the clandestine service.

E X T R A C T

Sent to Registry to be added
to background on subject -
per JRP-SOS/DDS

MORI/CDF Pages 5 - 9

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Approved For Release 2006/11/21 : CIA-RDP84-00780R003200020012-4

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Approved For Release 2006/11/21 : CIA-RDP84-00780R003200020012-4

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Training 6
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May 22, 1969

MEMORANDUM TO: O/FSI - Mr. Kattenburg

While John Bowling is away on leave, would you please help me with the following problem? I have decided to seek approval from Mr. Sollenberger and the Council of Deans for an experimental run of a week-long course on "Intelligence" in the fall of 1969, probably in late November. Several preliminary steps must be taken now:

1. Arrange for an informal session with Bill Trueheart, after reviewing with me the history of recent developments.
2. Based on these conversations, and your own perceptions of the problem, lay out in blocks of time the subjects you would like to cover in a week of instruction of mid-career Foreign Service officers in regard to "Intelligence."
3. After Bill Trueheart and I have informally reviewed this design with you, then you should discuss the matter informally with [redacted]
4. At the conclusion of these discussions (which should take about 2 weeks at a maximum) prepare for my signature a memorandum to Mr. Sollenberger proposing an experimental run of the course and giving an estimate of costs.

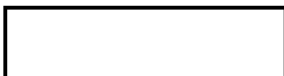
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John H. Stutesman, Jr.
Dean
School of Professional Studies
Foreign Service Institute

cc: O/FSI - Mr. Sollenberger
INR/DDC - Mr. Trueheart
[redacted]

STAT

JRP




Mr. Coffey

Mr. Bannerman

STAT

The latest in Proposed CIA Orientation for
FSO's.

FSI is planning to give its own course on
intelligence. Our proposal is now on the back burner
--for the next year, at least,  feels.

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JRP

SOS/DDS

7D02



27 May 69

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Attached to DD/S 69-2413

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64-2413

26 May 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Proposed CIA Orientation for Selected FSOs

1. On 22 May [redacted] I met with Trueheart and Buford of INR and John Statesman, Dean of Professional Studies in the FSI. Trueheart said he had talked to Statesman about an FSI course on Intelligence and the Intelligence Community and believed that an FSI course was probably the best first step toward the general objective of educating FSOs about Intelligence and Intelligence Agencies, particularly CIA. He and Statesman agreed that the Department was probably long overdue in scheduling such a course and said they would seek CIA's advice in designing it. Statesman hopes the FSI can schedule a course for the Fall. One of Statesman's deputies will call me in a week or so to make arrangements for talks with other Agency officers.

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2. Neither Trueheart nor Statesman ruled out the possibility that at a later date a CIA sponsored orientation might be called for, but they suggested that an FSI course, run experimentally this year, would probably reveal what additional or different kinds of training or briefings will be needed. Trueheart pointed out that Statesman's school in the FSI targets at the mid-career, promising FSO, and is in the best position in the Department to select students whose careers indicate they should have some Intelligence training. We offered to reserve a seat for an FSI officer to attend the September running of Project USEFUL to assist them in planning the FSI course. Statesman said he would like to send one of his deputies who will be in charge of their Intelligence Course.

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3. As the meeting progressed it became obvious that Treachant, Statesman and Buford (and perhaps others in separate meetings) had pretty definitely decided that the FSI should schedule a course on intelligence, and we inferred that they would probably do so unless we objected on behalf of CIA. On the other hand, it seemed equally clear that they would agree to a CIA sponsored orientation or seminar only if we became insistent to the point of imposing our own course. It has never been the intention since the start of our discussions within the Agency to try to sell our course to the Department. Rather, we always planned simply to make the proposal to determine State's interest. What has happened, I believe, is that our proposal has made some key State officers keenly aware of the absence in their own training of a course on intelligence. (The absence of a course on intelligence does seem conspicuous when one looks at the attached listing of Political courses.) Consequently, we stressed that an FSI course was not a substitute for the type of seminar we had thought about, but we agreed to work with them in designing the FSI course and assured them that some CIA officers would be able to participate as speakers.

4. There was some further discussion about the possibility of expanding informal CS briefings of outgoing senior FSOs, and [redacted] will look into this within the CS.

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[redacted]
Chief, Headquarters Training
Operations School

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69-2194

9 May 1969

MEMORANDUM FOR THE RECORD**SUBJECT: Proposed Seminar for Selected Foreign Service Officers**

1. On 1 May [] and I met with Messrs. Trueheart, Buford and McAfee of State to discuss the proposed seminar. [] explained the concept as an expansion of our briefings of outgoing Ambassadors to include FSOs likely to become senior political officers or DCMs. He also noted that although we have regular CIA orientation courses for senior military officers, our briefings of senior FSOs are generally limited to ad hoc arrangements. I reported discussions that [] and I had had at the FSI and Mr. Statesman's view that the seminar should be sponsored by the FSI and on the broad subject of "Intelligence and Foreign Affairs."

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2. After reviewing our very tentative schedule of a 4-day CIA sponsored seminar Trueheart and Buford said, as an initial reaction, that they felt we were a little heavy on the DDI and DDS&T side and that more time should be spent on the CS, especially field problems. They suggested we consider including, for example, problems involved in typical or illustrative - not real - operations.

3. Trueheart thought that perhaps what Statesman had proposed, an FSI seminar on the broad subject of US intelligence missions and processes, might well be needed but would not be a substitute for a CIA briefing with plenty of time for frank exchanges.

4. Sometime after this meeting Trueheart talked to Statesman and has called another meeting for 22 May. [] and I will attend.

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[]
Chief, Headquarters Training
Operations School

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28 March 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Proposed Seminar for Foreign Service Officers

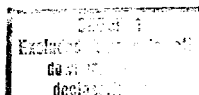
1. At their request I met with Mr. Sollenberger and Mr. John H. Stutesman, Dean, School of Professional Studies, FSI, on 26 March. Stutesman's view is that there is a need for instruction of FSOs on U. S. Government intelligence matters and that such instruction should be made part of the regular development training of FSOs. Mr. Sollenberger pointed out they were not objecting to a seminar run by CIA and that if we chose this method the FSI would be glad to help, but they thought we might well consider the proposal of Stutesman that the seminar be held under the auspices of FSI. They both agreed that the target group is composed of those career political officers in the Foreign Service who are expected to have assignments as Chiefs of Political Section or DCNs. Sollenberger noted, however, that it would be difficult, if not impossible, to assemble a group of FSOs with confirmed assignments and just prior to their departure. It is simply that they are otherwise occupied. The FSI, however, has the FSOs who are assigned to them for career development training pretty much under its control and could select the FSOs most suitable for intelligence orientation. The important differences between Stutesman's proposal and ours are:

a. An FSI sponsored seminar as they now see it would cover the activities of all U. S. intelligence agencies, with speakers chosen by the FSI from CIA and other agencies. They recognize the coordinating role of the Director and would consult with us about the content of the whole seminar.

Our plan, of course, has been to offer a seminar run by CIA and devoted exclusively to CIA.

b. An FSI seminar would be scheduled and announced as are their other seminars, and the FSOs would receive credit for the course. They implied that in time all political officers would be expected, if not required, to take the seminar.

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A CIA seminar offered on an informal basis could not easily provide official State "credit" for the course.

c. Stutesman, as he does with other seminars in his school, would hold lectures to a bare minimum. He is an enemy of the lecture method of training ("Kick the lecture habit!" he says), and advocates the seminar approach with problems, case histories, etc. Soilenberger told me later that Stutesman's method had been most successful in his classes. I commented briefly on the difficulty of using this method exclusively on such topics as [redacted]

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2. I said that I would have to talk to others in the Agency about their counterproposal, and it might be a couple of weeks before I could contact them again. They asked if I had talked to Mr. Trushart in INR, and I said I had not as Ambassador Hart had been selected for the initial approach to the Department. I said we might consider having one seminar run by us but with an FSI officer (an FSO) present to monitor the sessions, and decide later whether it would be appropriate to have the seminars run by the FSI.

3. I think next we should have a talk with Trushart who, because of his close working relationship with the Agency, especially the CS, is in a position to represent the Department with a point of view perhaps somewhat different from that of the FSI. I will ask [redacted] to arrange a meeting with Trushart. Also I will report on the status of our discussions with the Department to various Agency officers who have been interested in the proposal.

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4. The FSI officers suggested that we aim for the first seminar to be held in fall of this year rather than spring. They point out that many FSOs are already scheduled for training up to next summer. Since it is important that the first seminar be a success I think it is also to our advantage to continue discussions among ourselves and with State officers during the next few months, and during the summer develop a seminar to be held in the fall.

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[redacted]
Chief, Headquarters Training

Distribution:

- Orig - C/OS - UTR and return
- 1 - File
- 1 - DBP/TRD
- 1 - O/OS [redacted]
- 1 - OSI - [redacted]
- 1 - DOST
- 1 - C/NPS

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28 March 1969

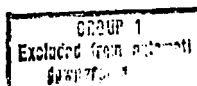
MEMORANDUM FOR THE RECORD**SUBJECT: Proposed Seminar for Foreign Service Officers**

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[redacted]
Chief, Headquarters Training

Distribution:

Orig - C/OS - DTR and return
1 - File
1 - DDP/TRD
1 - O/CDS
1 - CCI - [redacted]
1 - DOST
1 - C/OPS

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2 May 1969

NOTE FOR: Mr. Bannerman

SUBJECT : Proposed Seminar for FSI Officers

[] OTR called today. On 1 May 1969, he and [] CCS/DDP, met with Messrs. Truehart, Buford and another gentleman (whose name he is checking).

STAT

Again, the general feeling with State is that this is a good idea. [] stated that FSI had expressed the opinion that they should give such a course. Truehart and Co. want the Agency to do it. Their quick reaction to course content is a suggestion for more emphasis on the Clandestine Service elements and less on the others.

STAT

State will discuss further and arrange another meeting.

Above is for your immediate information.

[] sending me copies of memo on 1 May meeting plus a 28 March 1969 memo which we don't have here. The latter may shed light on FSI's interest.

STAT

Will send memos to you and Ex. Dir., thru you, when received.

— Done 5/15/69

JRP

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25 March 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Proposed Seminar for Foreign Service Officers

1. On 21 March the DTR and I met with Ambassador Parker T. Hart, Director of the Foreign Service Institute, and Mr. Howard E. Sollenberger, Associate Director of the FSI, to discuss CIA's willingness to offer a special orientation seminar for selected FSOs at about the 2 and 3 level. (This first approach to State had been approved earlier by the BDP and the Executive Director.) We reviewed the various types of briefing of State personnel which CIA has conducted in the past and explained that we wished to propose an informal, seminar-type orientation aimed at FSOs likely to become DCMs or Chiefs of Political Section, these being

[redacted] We outlined in very general terms the format and content of a seminar and gave them copies of the 20 February draft course schedule, minus speaker names. Ambassador Hart said that it would be very difficult to line up FSOs just prior to their departure for foreign assignments but suggested that from among FSOs already participating in a series of FSI seminars a suitable group could probably be selected.

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2. Both Ambassador Hart and Mr. Sollenberger enthusiastically endorsed the rationale of our proposal and agreed that officers of both agencies would benefit from an informal exchange of views. [redacted]

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[redacted] They also acknowledged that many FSOs lack an understanding of CIA's overall responsibilities and missions. Ambassador Hart said he would like to attend the seminar himself.

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3. Ambassador Hart said that after he and Mr. Sollenberger had discussed the proposal with other State officers they would contact us

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declassification

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for further talks on timing, suggested areas for seminar discussion, and student candidates. In reply to Ambassador Mart's question the DTR assured him that we could provide transportation between the Department and Headquarters for the students.


Chief, Headquarters Training
Operations School

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Distribution:

Orig - C/OS - DTR and return

1 - File

1 - ODP/TAO

1 - O/DDS

1 - DBI -

1 - DOS&T

1 - C/MPS (with draft schedule)

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7 March 1969

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with DDP to Discuss an Orientation Seminar for Foreign Service Officers - 6 March 1969

1. The meeting was attended by DTR, Chief, OPSEB, DDP/TRO, C/OS, and the writer. The DDP said he had read our memorandum of 20 February and that he approved the proposal, but had a few questions and comments. He suggested we consider including some FSOs more junior than the FSO 2 and 3 level which we had designated as the target grades. He urged us to include a talk by [redacted] on Inter-Agency coordination and said that [redacted] should be covered by a CS speaker as well as in the DDS portion of the seminar. The DDP asked that we keep in mind two basic themes for the CS part of the seminar: [redacted]

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[redacted] The DDP recognized that the draft course schedule under review would be further refined after discussions with State, but he wants us to remember these points as we proceed with preparation for the Seminar.

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2. In reply to the DDP's question regarding the initial approach to State, [redacted] said that we wanted to propose that the Director ask the Under Secretary for Political Affairs for policy approval to discuss the idea of a seminar with other, more junior FSOs. The DDP rejected this approach saying that he was certain that the Director would not want to do it this way, and after some discussion it was agreed that the DTR would discuss the proposal with the Director of the Foreign Service Institute.

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3. After the meeting the DTR reported on the status of the proposal to the Executive Director-Comptroller who approved the next step: a meeting between the DTR and the Director of the FSI.

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4. I called [] ODDS, today and brought him up to date.
I am sending him a copy of this memo and a copy of the draft 20 February
course schedule.

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[]
Chief, Headquarters Training
Operations School

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69-101/L
69-0157

10 January 1969

MEMORANDUM FOR: Director of Training

SUBJECT : CIA Orientation Course for Selected Foreign Service Officers

REFERENCE : Memo dtd 17 Dec 68 to DCI fr DTR, same subject

1. I have discussed the substance of referent with the Director and he has approved your proposal in principle.

2. I assume from reading your memorandum that you wished to obtain approval in principle before planning the program in detail and that you have not yet decided just how and when the Department of State should be approached. When you are prepared to make specific recommendations with regard to these matters, I suggest that you and others who will be involved in the program consult with me before you take the proposal outside the Agency.

4/12/69
13 JAN 1969

/s/ L. K. White

**L. K. White
Executive Director-Comptroller**

**Attachment
Referent**

**cc: DD/S
DD/P**

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68-6215

20 December 1968

MEMORANDUM FOR:

[REDACTED]

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Support Operations Staff/DDS

SUBJECT

: Proposed Seminar for Selected FSOs

1. I believe that initially the proposal should be taken up with the Deputy Under Secretary for Administration and/or the Deputy Under Secretary for Political Affairs to get agreement to explore the idea further within the Department. Thereafter, an appropriate level for more detailed discussions would be the Assistant Secretaries of the regional bureaus with whom the DDP Area Division Chiefs frequently deal. At the same time it might be worth-while to touch base with INR (Mr. Trueheart).

2. Finally when we get to the stage of structuring the course it would be useful to talk to some senior FSOs, including Ambassadors [REDACTED] and get their ideas on subjects to be covered. This would be done by individuals in the Agency who

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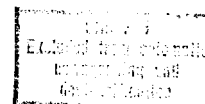
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Chief, Headquarters Training
Operations School

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DIR-2525

6-8-6152

MEMORANDUM FOR: Acting Director of Central Intelligence

SUBJECT : CIA Orientation Course for Selected Foreign Service Officers

1. This memorandum submits a recommendation for your approval. This recommendation is contained in paragraph 5.

2. Several Agency officers who participated in the last running of Project USEFUL (the annual orientation course for selected senior military officers) noted that we do not have a similar program for Foreign Service Officers at the FSO 3 and 2 level, specifically those officers designated to be Chief of Political Section and Deputy Chief of Mission. We believe that Project USEFUL has paid dividends by developing a better understanding of the Agency's role and in many cases has helped contribute to a higher degree of CIA-Military cooperation. The Foreign Service Officers, however, would seem to constitute an even more important target [redacted]

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3. The general feeling of officers in the Clandestine Services with whom OTR has discussed the proposal is that there is a definite need for a more systematic briefing of this category of FSO's, and the majority feels that

we should start by offering a small seminar type orientation for 10 to 20 FSO's. The seminar would include briefings by the DDI and DDS&T and a presentation by the DDS

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It would be desirable, of course, if the Director and the Deputy Director could also address the group.

4. We believe the seminar should include frank discussions of some of the things which confuse or worry the FSO's. We now have sufficient experience in the Agency to anticipate many of the gripes, misconceptions and areas of ignorance on the part of the FSO's. At the present time the Agency participates in the indoctrination of new FSO's; outgoing Ambassadors and sometimes more junior officers are usually briefed on an ad hoc basis by the area divisions; and there is a CIA contribution in the National Interdepartmental Seminar and the Senior Seminar in Foreign Policy.

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The first running of the Seminar would be in the nature of a pilot model, and subsequent seminars would be scheduled with the ultimate goal of developing over a period of time a better relationship with FSO's, some of whom will become career Ambassadors.

5. The proposal has not been discussed with the Department of State. It is recommended that it be discussed initially with the appropriate officers of the Department. Should they respond favorably,

further discussions could be held at levels of the Department designated by them. In this connection the comments of selected senior FSO's on specific problem areas would assist us in structuring and timing the course.

John Richardson
Director of Training

CONCUR:

Thomas Karamessines
Deputy Director
for Plans

Date

CONCUR:

R. L. Bannerman
Deputy Director
for Support

Date

The recommendation contained in paragraph 5 is approved:

See memo dtd 10 Jan 69 to H.R. for Ex. Dir. - Comp
Richard Helms
Director of Central Intelligence
Date

Distribution:

Orig - Adsc (to be returned to DTR via DD/5)

1 - LA

1 - ADGI

2 - DD/S Chrono, Subject

2 - DD/P

2 - O/DTR (1 w/a)

Page Denied

Director of Training
819 1000 Glebe

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Mr. Bannerman has asked that a policy paper be prepared setting forth the proposal to have a State Department Project USEFUL. This paper should be addressed to the Director of Central Intelligence thru the DD/S. It should note that the DD/P, in ~~primary~~ ^{initial} discussions, indicated approval of the proposal but felt that it should be primarily a Clandestine Services type briefing with principal emphasis on FI and CI activities. The DD/S believes that we should have an Agency-wide briefing as this will be more meaningful to Foreign Service Officers participating in the course. Such a course should have presentations from all Directorates.

OVER

Special Assistant to the DD/S 7D02 14 Nov 68

STAT

I am attaching hereto the original proposals on this subject.

151



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SA-DD/S:RBW:dlk (14 Nov 68)

Distribution:

Orig - Adse w/O of DD/S 68-5308

✓ 1 - DD/S Subject w/cy of DD/S 68-5308

1 - DD/S Chrono

DD/S 68-5308: MFR dtd 21 Oct 68 frm Chief, OS/TR
subj: Proposal for a State Project USEFUL

21 October 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Proposal for a State [REDACTED]

STAT

1. Background: There have been informal expressions from time to time about the creation of a [REDACTED] type of program for Foreign Service Officers. The underlying logic is that if [REDACTED] is valid for the military, at least equal if not greater consideration should be given to our interest vis-a-vis State. The subject was raised informally in a COS Seminar session last February when a student asked two senior officers of the Department present what kind of briefings FSOs were given on the Agency. The two officers were not sure but seemed to be very interested in the idea that some kind of a program of education on CIA be given to Foreign Service personnel. As it stands at the moment, aside from specific briefings given to ambassadors and certain other senior outgoing officers, the Intelligence School does provide fairly short briefing and lecture sessions to basic courses for FSOs and also to the Senior Seminar. Following his handling of the recently completed Project [REDACTED] wrote a memorandum to the Director of Training suggesting that we informally examine the possibility of setting up a similar program for the State Department. The DTR asked the undersigned and [REDACTED] to follow up the matter on a exploratory and tentative basis with the DDP/TRO. Accordingly, we met with [REDACTED] and [REDACTED] C/OPSER, on 17 October.

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2. Discussion with C/OPSER and DDP/TRO: [REDACTED] noted that the possibility of a State [REDACTED] had already been mentioned on 15 October in the DDP's own personal staff meeting. At this time, Mr. Karamessines indicated his awareness of the informally expressed idea

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that there might be value in presenting a State [redacted] said the DDP felt that the initiative in pursuing the proposal should lie with OTR and that he was aware that OTR representatives were soon to discuss the subject with [redacted] told us that the DDP desired that we be given full support in pursuing the possibility of a program. The latter indicated his own guidelines as follows: no action should be taken with the Department prior to 5 November at the earliest and that meanwhile OTR's proposals would be checked out at appropriate Agency levels; a course for State should probably not exceed two to three days in length; it should be largely concerned with matters relevant to CS functions and missions, with principal emphasis on FI and CI activities.

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3. The response of [redacted] and the undersigned was that the DDP guidelines exactly matched our own thinking on the subject. We added the points only that we felt the audience to which the program should be addressed should probably be in the FSO 2-4 category. Further, it was our stated feeling that persons attending the program should be persons whose foreign assignments were either fixed or reasonably firm. Although we did not go into specific details regarding content, it was generally agreed that aside from the heavy emphasis on CS subject matter there should be some introductory groundwork laid explaining the relationship of the CS to other Agency components. The content of the course would, to a certain extent, be determined by the needs and interests expressed by persons in the Department with whom the proposal will be discussed.

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4. It was agreed at the meeting that the next step would be meeting with key CS officers to obtain their views on course content and contributions they could make. Thereafter would follow the preparation by OTR of a proposed course outline, minus, of course, any State requests or recommendations at this time. The outline would then be reviewed with the DDP/TRO and others as appropriate before any formal recommendation would be made to the DDP and the DDS. Fundamental to our planning in regard to a State [redacted] is the recognition by all parties concerned of the sensitive nature of the undertaking and the need for most careful planning.

STAT

[redacted]
Chief, Operations School/TR

STAT

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0 8 NOV 1968

MEMORANDUM FOR:

25X1

Please have prepared a policy paper setting forth the proposal to have a State Department [redacted] for approval by the Executive Director and the Director. Note also in the paper that the DD/P, in preliminary discussions, indicated approval of the proposal but felt that it should be primarily a Clandestine Services type briefing with principal emphasis on FI and CI activities. I believe that we should have an Agency-wide briefing as this will be more meaningful to the State Department Foreign Service Officers participating in the course. We certainly should have presentations from DD/S&T, DD/I and DD/S.

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[redacted]

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R. L. Bannerman

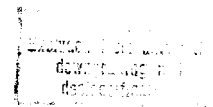
Att: Memo dtd 24 Oct 68 for DTR
fr SA-DD/S. subi: Proposal
for a State [redacted]
w/att (DD/S 68-5308)

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Alerted [redacted] by telephone 13 Nov 68. RBL

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SECRET

DD/S 68-5329

24 OCT 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Proposal for a State

25X1

John:

I briefed the DD/S on the papers that you sent over on the above subject. He will touch base with the Executive Director-Comptroller for general reaction but meanwhile requests that absolutely no discussion of this proposal be made with Department of State personnel.

LS/

**Special Assistant to the
Deputy Director for Support**

25X1

SA-DD/S:RBW:dlk (24 Oct 68)

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0 8 NOV 1968

MEMORANDUM FOR:

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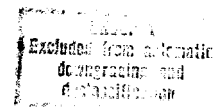
151 RLB

R. L. Bannerman

Att: Memo dtd 24 Oct 68 for DTR
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